

- **DIVERSITY MANAGEMENT**

Diversity management involves a combination of programs, policies and activities that support an environment in which wherein employee differences are valued and integrated into each part of an organization's operations. These efforts combine to form a comprehensive diversity management initiative that enhances both the performance and the cohesiveness of an organization.

Retention

- **RETENTION**

Retention requires a focused initiative designed to reduce turnover of talent with emphasis on the use of diagnostic tools to understand the reasons why employees leave and why employees stay. This initiative recommends retention strategies for agencies to consider that encourage employees to develop and prosper in their employment growth by having policies and practices in place that address their diverse needs. The concept of Employment Value Proposition (EVP) as a retention initiative is presented to understand the employment drivers that help to retain employees.

The materials in this section may be used or adapted for your specific agency needs. Human Resource Consultants from the Office of State Personnel are available upon request to discuss each solution strategy in detail.

PHASE IV – EVALUATE WORKFORCE PLANNING PROCESS

Successful workforce planning is an active and continuous process. On-going evaluation and plan adjustments are the keys to continuous improvement and to achieving your targeted goals. You must continue to monitor and refine approaches to meet the demands of internal or external developments.

As a part of the evaluation process, feedback opportunities must be built in to obtain information on how well the organization has accomplished the action plan and how effective the outcomes have been. This can be accomplished by meeting with managers and supervisors, using surveys or requesting progress reports. You want to measure the success of any solution strategy that has been implemented to determine the level of success.